



# ***CHARTING THE COURSE NAVIGATING TO THE FUTURE***



## ***Key Roles***

- Setting the Example
- Setting Direction
- Educating Others

*.....Towards Establishing Systematic Processes*



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# LEADERSHIP OPERATING GUIDELINES



- **Participate**
  - Be engaged
  - Be committed to the team
  - Stay focused
  - Openly communicate
  - There are no titles
- **Show Respect**
  - Respect other ideas
  - Consider alternate ideas
- **Make good use of our team time**
  - Come prepared
  - Be goal oriented
  - Review accomplishments at every meeting (did we meet the goal?)
  - Respect time
- **Work together to reach consensus**

We commit to follow our ship's log:

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Tom Willi

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Teresa Aguiar

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Debbie Frederick

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Peter Horton



# CAPTAIN'S CONVENE

## ■ Status Update

- Executive Coaching
- Action Planning – Web Site



## ■ Assess the Crew

- How did we support our Values since our last hands on meeting (June 15 & June 16)

## ■ Communication Successes and Situations





# TODAY'S ACCOMPLISHMENTS & EXPECTATIONS

- Reviewing our expectations and progress
- Assessment Against the Sterling Criteria – Category 1
- Based on that Gap and the assigned reading – What's next for Leaders?
- Strategic Planning for Division Directors



# ASSESSING OUR 2005-06 TASKS FROM THE FINAL REPORT

## ■ Develop a strategically focused Leadership Team and establish:

- ✓ ✓○ Direction, Vision and Values
- ✓○ Strategic planning process
- ✓ ✓○ Determine Key Indicators of Success

## ✓ ■ Develop the strategic plan based upon direction



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# EVALUATION LEGEND

Systematic:

Well ordered and repeatable

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Continuous Learning:

D

Integrated process that are repeated and regularly evaluated for change and improvement

DD

Documented:

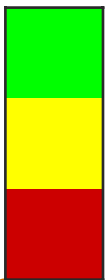
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Flowchart or procedures exist

Based on Information and Data (Data Driven):

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Performance results are collected and analyzed to improve the system



GOOD: Meets all requirements

CAUTION: Unclear or some missing

NEEDS ATTENTION: Meaningful improvements, additional information, and new ideas that



# LEADERSHIP GUIDES AND SUSTAINS

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## 1.1a1 Setting Direction: Mission, Vision and Values

- Determine mission, vision and values
  - Systematic process to identify including BOCC input and consensus with senior leaders
  - Process to deploy: Convene process for all teams, web site and senior leaders meet with staff, theme approach to remember easily, provide copies (aid) for all employees
- Vision and Values – PERSONAL Leader Involvement
  - Annually present to staff thru meetings
  - Captain's convene at all staff meetings



# LEADERSHIP GUIDES AND SUSTAINS



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## 1.1a2 Fostering Ethical Behavior

- How do Leaders promote and foster behavior
  - Added ethics as the foundation for our values
  - Beginning stages of using values in our decision making process

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# LEADERSHIP GUIDES AND SUSTAINS



## 1.1a3 Sustainable Environment

- With a focus on improvement, innovation and learning
  - CPM Training with incentive pay
  - Participatory process teams
- With accomplishment of strategic objectives
  - A planning process that includes a systematic PDCA process (just beginning)
- Personal participation in succession planning to develop future leaders
  - Executive coaching process for senior leaders
  - Senior Leaders recommend other directors for coaching opportunities

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capability



# LEADERSHIP GUIDES AND SUSTAINS

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## 1.1b1 Communication and Empowerment

- Two way communication
  - There is no process to encourage and ensure two way communication throughout the organization.
- Personal and active role in employee recognition
  - Currently leadership nominates employee of the month or year and leadership team decides.
  - CA signs letter and recognized at BOCC for years of service and commendations.
- Actively reinforce high performance linked to high levels of customer service
  - County Administrator speaks personally to those employees commended by the public.

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# LEADERSHIP GUIDES AND SUSTAINS

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## 1.1b2 Focus on Action Plans

- To achieve what is important
- To improve performance
- Attain the vision
- Balance the needs
  - No approaches in place as Strategic Planning process not yet developed.

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# GOVERNANCE AND SOCIAL RESPONSIBILITIES



## 1.2a1 Governance

- Management Accountability
  - Monthly report to commission with status updates of projects and achievements
  - Discussion of major projects at monthly staff meetings
  - Meetings with project leaders – clarify direction, critique progress
- Fiscal Accountability
  - Audits
  - Must live within current budget plan, without transfers
- Transparency in Operations
  - Government in the sunshine, all info is available
  - Access to public records, web access to all records
- Protection of Constituents and Stakeholder interest
  - Formal procurement processes in place for any purchases over \$10K
  - Anti lobbying restrictions
  - Use of task forces from the community and effected populations





# GOVERNANCE AND SOCIAL RESPONSIBILITIES



## 1.2a2 Leadership Performance

- Evaluate senior leaders and governing board
  - Board evaluates through a public evaluation
    - Workshop meeting (open) to review and approve written goals
    - Annual public evaluation against goals approved by the BOCC
  - Formal evaluation annually of senior leaders
  - New Hire evaluation done 3, 6 and 11 month cycle
- Improvement of leaders and leadership system
  - Feedback questionnaire about job and needed job requirements and training
  - Recommend next year training and corrective actions
  - If ratings are low, follow up required in two months.
- No Leadership system currently in place





# GOVERNANCE AND SOCIAL RESPONSIBILITIES



## 1.2b1 Adverse Impacts of Services

- Anticipate public concerns on products and services
  - All capital projects have a task force review and citizen participation.
    - Open public meetings and workshops of proposed changes and major projects (one in each location). Above the statutory requirement of one meeting.
    - Issues that are location specific are addressed locally.
    - Planning takes comments and distributed at the next location to ensure all parties are aware of issues and concerns.
    - County staff responds to concerns and responses are recorded into public record.
  - Key compliance measures or goals
    - No measures are in place





# GOVERNANCE AND SOCIAL RESPONSIBILITIES

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## 1.2b2 Ensuring Legal and Ethical Practices

- Promotion of ethical behavior
- Indicators of compliance
  - Outside of policy regarding ethics, no formal process exists

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# GOVERNANCE AND SOCIAL RESPONSIBILITIES

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## 1.2c Support Key Communities

- Identification of key communities
  - Human Services Advisory Board selection process for assisting not for profits
    - Criteria rates applications which is submitted to HSAB who recommends to the BOCC
    - These communities receive funding
    - Provide status reports annually
  - Employees support of the Community
    - Habitat for Humanity and Habitat for Lower Keys
      - Provide property and funding
      - Provide volunteers
    - Employees participate in Community Blood Drive
      - Donations are tracked and reported
- No process in place to select key communities outside of not for profit funding criteria



# SUMMARY – CATEGORY ONE

Criteria	Systematic	Continuous Learning	Documented	Data Driven	Innovation	Aligned to Criteria
Setting Direction	YELLOW	RED	GREEN	YELLOW	YELLOW	GREEN
Fostering Ethical Behavior	RED	RED	RED	RED	RED	RED
Sustainable Environment	YELLOW	RED	YELLOW	YELLOW	RED	YELLOW
Communication & Empowerment	YELLOW	RED	RED	RED	RED	RED
Focus on Action Plans	RED	RED	RED	RED	RED	RED
Governance	GREEN	RED	GREEN	GREEN	RED	GREEN
Leadership Performance	YELLOW	RED	GREEN	YELLOW	RED	YELLOW
Adverse Impacts	YELLOW	RED	GREEN	GREEN	RED	YELLOW
Ensure Legal & Ethical Practices	RED	RED	RED	RED	RED	RED
Support Key Communities	YELLOW	RED	YELLOW	YELLOW	RED	YELLOW

# SUMMARY – CATEGORY ONE UPDATED

Criteria	Systematic	Continuous Learning	Documented	Data Driven	Innovation	Aligned to Criteria
Setting Direction	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN
Fostering Ethical Behavior	RED	RED	RED	RED	RED	RED
Sustainable Environment	YELLOW	YELLOW	YELLOW	YELLOW	YELLOW	YELLOW
Communication & Empowerment	YELLOW	RED	RED	RED	RED	RED
Focus on Action Plans	RED	RED	RED	RED	RED	RED
Governance	GREEN	RED	GREEN	GREEN	RED	GREEN
Leadership Performance	YELLOW	RED	GREEN	YELLOW	RED	YELLOW
Adverse Impacts	YELLOW	RED	GREEN	GREEN	RED	YELLOW
Ensure Legal & Ethical Practices	RED	RED	RED	RED	RED	RED
Support Key Communities	YELLOW	RED	YELLOW	YELLOW	RED	YELLOW



# STRATEGIC PLANNING DEVELOPMENT

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## 2.1 Strategy Development Process

- Process steps to accomplish Strategic Plan
  - Formal strategic planning process not in place except:
    - Plans are in place when mandated by regulation and/or other organizations
      - 7 Year Road Plan
      - Fleet and computer replacement plan (internal)
      - 2 Airport Plans
      - Countywide Comprehensive Plan
      - Most are capital improvement
  - Annual budget process seen as the planning mechanism for operations
    - Different divisions may have different plans but not formal county wide SP
  - County Administrator Goal #2 is to create a county wide strategic plan for the current fiscal year
    - SWOT Analysis is asked for by department during budget process, however not well deployed

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# STRATEGIC DEPLOYMENT

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## 2.2 Deployment of Strategic Action Plans

- Converting the Strategic Objectives into Action Plans
  - Formalized process not in place

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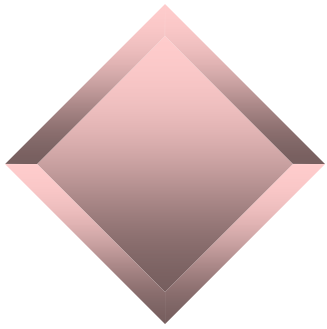


## SUMMARY – CATEGORY TWO

Criteria	Systematic	Continuous Learning	Documented	Data Driven	Innovation	Aligned to Criteria
Strategy Development	RED	RED	RED	RED	RED	RED
Deployment of Action Plans	RED	RED	RED	RED	RED	RED

## SUMMARY – CATEGORY TWO UPDATED

Criteria	Systematic	Continuous Learning	Documented	Data Driven	Innovation	Aligned to Criteria
Strategy Development	RED	RED	RED	RED	RED	RED
Deployment of Action Plans	RED	RED	RED	RED	RED	RED



# RIDING THE WAVE TO EXCELLENCE

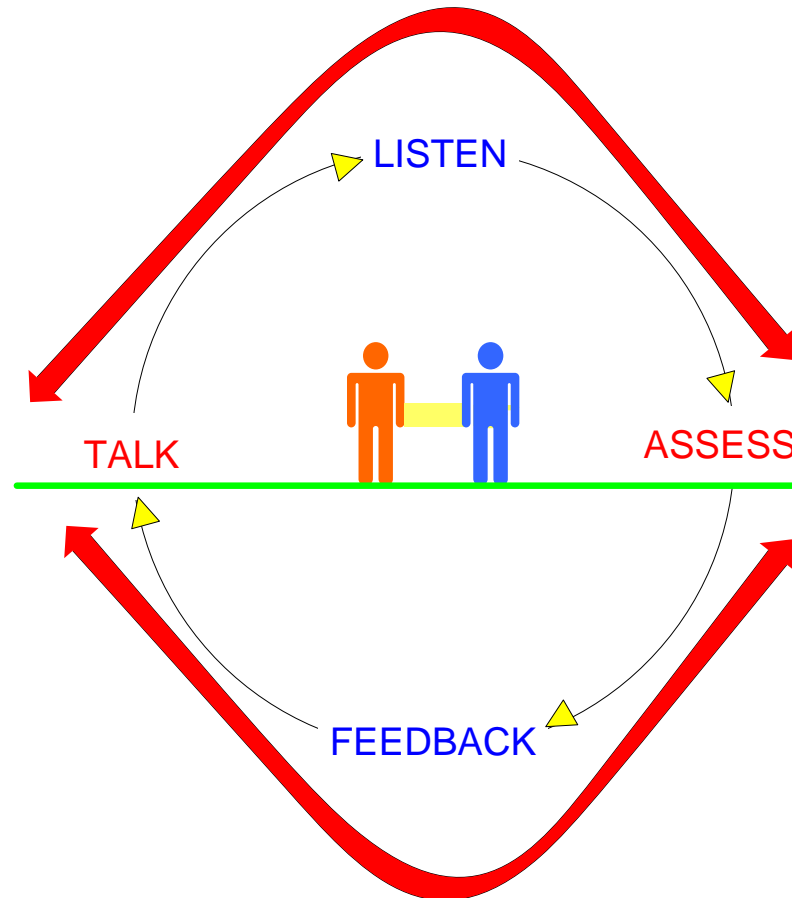
**Desire to be Great**



Leadership	Awareness	Enrollment	Alignment	
Managers/Supervisors	Awareness	Enrollment	Alignment	
Employees		Awareness	Enrollment	Alignment
Business Areas	Pockets of Excellence	Systematic Enrollment	Deployed in some key areas	Some areas still in early stages



# COMMUNICATION PROCESS





# PURPOSE

## JULY 6 MEETING

- To enhance two way communication with Division Directors thru
  - Setting the example
  - Setting the direction
  - Educating Others
- Gaining input for strategic planning purposes
- Providing a method to reinforce alignment of the plan
- Collecting relevant information on key factors





# OPPORTUNITIES DIVISION DIRECTOR INPUT WORK IN PROGRESS

## ■ Instructions:

- Each division director should make a list of their 5 highest opportunities based upon the strengths, weaknesses and threats.

- 1.
- 2.
- 3.
- 4.
- 5.



# PROCESS FOR DIVISION DIRECTORS

## 1. Explain to Division Directors

1. Using the traffic light ratings rate each section and how you see their operations working towards the elements of the vision:
  1. Red – not very aligned
  2. Yellow – somewhat aligned
  3. Green – fully aligned
2. Use an example: Working together: two ways, how they work together internally and how they work across the county with other divisions and sections
3. On the others, only one rating is needed
4. Express the need to be very frank and honest about their work as this is part of the basis for developing strategic action plans – which means once we have everyone's input, and look at them to see where our starting point is in moving toward the vision.
5. If you want to talk about it before you discuss this call me on Monday.



# MEETING MESSAGE

- Confirmed Leadership role
- Linked actions to the criteria and re-rated them for progress
- Reviewed process on Sterling Web Site
- Established game plan for DD meeting
- Established the process to deploy MMVV
- Agreed to identify 5 best practices from Baptist for consideration in our county
- Review category 1 and 2.1 against our executive analysis (read and prepare for category 2.2)



# CONTINUOUS IMPROVEMENT

*What did we do well and what could we add to improve your knowledge.*

## WWW

Determined that the Sterling award is not evil – but a good thing to gauge our effectiveness

Good consensus on web site improvements – Jonathan did a good job

EXCELLENT coaching session

Good progress on Category 1

Expanded use of sterling in our process

Ability to see “process steps”

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# MAPPING THE LEADERSHIP SYSTEM

- Using Post It notes, let's create how we work as leaders
  - Remember our purpose (mission, vision)
  - Remember our customers and stakeholders
  - Remember our values
  - Remember our gaps